

I. Office of the Lieutenant Governor

Agency Number 06-146

Fiscal Year 2008-2009 through 2012-2013

Agency Vision Statement

We will re-image Louisiana as a leader of the New South. We will create economic growth by showing that Louisiana is not just a great place to visit, but also to live, work and play.

Agency Philosophy Statement

Through collaborations and partnerships, Louisiana will lead the New South in celebrating diversity and creating avenues of prosperity through the support, creation and promotion of Louisiana's unique assets.

Agency Mission Statement

The Office of the Lieutenant Governor serves all citizens through activities that:

1. prepare the Lieutenant Governor to serve as Governor in the event of a vacancy in the Office of the Governor or the inability of the Governor to act as such;
2. focus and prioritize the efforts of the Department of Culture, Recreation and Tourism;
3. promote and market Louisiana as a preferred choice for retirement to pre-retiring and retired individuals in an effort to retain and attract retirees while enhancing communities and improving the economic climate statewide through the Louisiana Retirement Development Commission; and
4. promote civic participation and community activism through programs funded and supported by Louisiana Serve Commission.

Agency Goals

1. By maintaining a working knowledge of state issues, the Lieutenant Governor will be prepared to serve as Governor when necessary.
2. Under the direction of the Louisiana Retirement Development Commission, the Office of the Lieutenant Governor will develop and implement a retirement program that will assist Louisiana communities in attracting and retaining retirees, thereby increasing the economic impact of the 55 and older industry.
3. Through the effective and efficient administration of a program of grants, the Office of the Lieutenant Governor will significantly increase communities' ability to address critical needs and substantially enhance service learning opportunities among young people.

Program A. Administration

Program Mission Statement

The mission of the Administration Program in the Office of the Lieutenant Governor is:

1. To participate in executive department activities designed to prepare the Lieutenant Governor to serve as Governor;
2. To serve as Commissioner of the Department of Culture, Recreation and Tourism; and
3. To develop and implement a retirement program that will result in retaining and attracting retirees to Louisiana.

Program Goal

Under the direction of the Louisiana Retirement Development Commission, the Office of the Lieutenant Governor will develop and implement a retirement program that will assist Louisiana communities in retaining and attracting retirees, thereby increasing the economic impact of the 55 and older industry.

Program Objectives

- Objective 1** Develop and deliver basic educational services and materials that create a greater awareness of the economic value of promoting Louisiana as a preferred retirement destination and a deeper understanding of the preferences and demands of the age 55 and older market to at least 200 communities by 2013.
- Objective 2** Market Louisiana as a preferred retirement destination, help local communities develop their own marketing efforts, connect the statewide marketing effort to the local community efforts and certify 36 communities as a *Redefine Life. Retire in Louisiana. Certified Retirement Community* by 2013.
- Objective 3** Provide technical support and facilitation to elected officials, governmental agencies, local economic development organizations and local developers that help the State (and our local communities) to improve our assets and standing as a preferred retirement destination in order to build a collaborative network of 40 targeted state agencies and other regional organizations by 2013.

Objective 1 **Develop and deliver basic educational services and materials that create a greater awareness of the economic value of promoting Louisiana as a preferred retirement destination and a deeper understanding of the preferences and demands of the age 55 and older market to at least 200 communities by 2013.**

Strategies

- 1.1** Modify *Redefine Life. Retire in Louisiana. Certified Retirement Community* Program as necessary.
- 1.2** Modify community participation process and standards including marketing interface between state-level and community-level efforts as necessary.
- 1.3** Ensure the program content includes general retirement market research and information, an introduction of the certification program, and a survey to gather data on local community development support needs and wants.
- 1.4** Market program to local communities.
- 1.5** Conduct and modify community educational sessions.
- 1.6** Compile and analyze results of education sessions.

Indicators

Input	Budget and staff.
Output	Number of communities participating in educational sessions conducted by the Louisiana Retirement Development Commission.

Objective 2 **Market Louisiana as a preferred retirement destination, help local communities develop their own marketing efforts, connect the statewide marketing effort to the local community efforts and certify 36 communities as a *Redefine Life. Retire in Louisiana. Certified Retirement Community* by 2013.**

Strategies

- 2.1** Process applications and award certification designation to qualified communities.
- 2.2** Provide follow up support for incomplete applications.
- 2.3** Initiate publicity and marketing of certified communities.
- 2.4** Incorporate certified communities onto Commission website.
- 2.5** Implement other marketing activities designed to leverage the certification program.

Indicators

Input	Budget and staff.
Output	Number of communities receiving the certified retirement community designation

Objective 3 Provide technical support and facilitation to elected officials, governmental agencies, local economic development organizations and local developers that help the State (and our local communities) to improve our assets and standing as a preferred retirement destination in order to build a collaborative network of 40 targeted state agencies and other regional organizations by 2013.

Strategies

- 2.1 Utilizing data gathered from the community survey (completed during the educational sessions) to design resources for community-level development support.
- 2.2 Determine extensive list of targeted state agencies and other state/regional organizations for potential partnerships.
- 2.3 Begin discussions with appropriate state agencies and regional organizations for the purpose of building a collaborative network committed to making Louisiana a preferred retirement destination.

Indicators

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| Input | Budget and staff. |
| Output | Number of entities comprising the network. |

PROGRAM SUPPORTING DOCUMENTATION

A. Description of how the strategic planning process was implemented

Over a four-month period during the Spring of 2006, this strategic plan was developed and guided by the Louisiana Retirement Development Commission with input from over 50 stakeholders. The process included identifying strategies to accomplish the results in the *Louisiana Rebirth: Restoring the Soul of America*, establishing innovative partnerships within and across public, private and nonprofit sectors, and developing performance indicators to track the results.

The development of the plan contained five key activities:

1. Research – collecting and reviewing available data and information applicable to developing Louisiana as a preferred retirement destination.
2. Interviews – visiting and interviewing each Commissioner.
3. Focus Groups – conducting regional focus groups with key retirement industry stakeholders around Louisiana.
4. Analysis – compiling the data and information gathered from research material, interviews and focus groups.
5. Strategic Plan – facilitating planning sessions to develop the plan focused on implementing the Commission's mission

B. Statement identifying the principal clients and users of each program and the specific service or benefit derived by such persons

The principal clients of the initiatives by the Louisiana Retirement Development Commission include (but are not limited to): chambers of commerce, local economic development agencies and organizations, realtors and housing developers, large employers, higher education institutions, convention and visitors' bureaus, volunteer service organizations, healthcare providers, local media as well as pre-retired, retiring and retired individuals from Louisiana and other states who choose Louisiana as their retirement destination.

C. Identification of the primary persons who will benefit from or be significantly affected by each objective within the plan

The primary beneficiaries and the principal clients are identical for the initiatives undertaken by the Louisiana Retirement Development Commission: chambers of commerce, local economic development agencies and organizations, realtors and housing developers, large employers, higher education institutions, convention and visitors' bureaus, volunteer service organizations, healthcare providers, local media as well as pre-retired, retiring and retired individuals from Louisiana and other states who choose Louisiana as their retirement destination.

D. Statutory requirement or authority for each goal

RS 51:1317 – 1319

E. Potential external factors

Many external variables, both positive and negative, will impact the success of the retirement development effort. These include such things as the attractiveness of Louisiana's tax structure to retirees, the availability of proper medical facilities and health care services, the educational system, particularly higher education, cost of living, employment opportunities for retirees, availability of transportation systems into and out of the state, climate and weather.

F. Description of any program evaluations used to develop objectives and strategies

The development of the plan is based on research, interviews, focus groups and planning sessions.

G. Explanation of how duplication will be avoided

The Lieutenant Governor serves as the Commissioner of the Department of Culture, Recreation and Tourism. As such he is empowered to appoint a Secretary to administer the department. The Lieutenant Governor determines the vision and priorities of the agency, while the Secretary is responsible for their implementation and the day-to-day administration of the department. Both will expend efforts communicating the programs of the agencies within the department and to its clients. All efforts will enhance and complement each other.

Program B. Grants

Program Mission Statement

The mission of the Grants Program in the Office of the Lieutenant Governor is to build and foster the sustainability of high quality programs that meet the needs of Louisiana's citizens, to promote an ethic of service, and to encourage service as a means of community and state problem solving.

Program Goals

1. The AmeriCorps grants program in the Office of the Lieutenant Governor will improve communities' capacity to address critical educational, environmental, public safety and human needs.
2. The Learn and Serve grants program in the Office of the Lieutenant Governor will provide increased service learning opportunities in schools in an effort to cultivate greater civic responsibility among Louisiana students and support academic development.
3. The Online Statewide Volunteer Network (www.volunteerlouisiana.gov) will increase the number of volunteers, match volunteers with volunteer opportunities that meet their interest and availability, allow nonprofit organizations to find volunteers with the appropriate skills to meet critical needs in the community, and assist in the rapid and efficient management of volunteers preparing for and responding to a disaster.
4. The Louisiana Voluntourism Campaign will increase visitation to Louisiana, contribute to an increase in direct spending for the tourism industry, improve lives of citizens who benefit from the direct service performed by volunteers, create long-lasting relationships between tourists and Louisiana's natural and cultural assets.

Program Objectives

- Objective 1.** To increase the total number of people served by the AmeriCorps program to 90,000 by 2013.
- Objective 2.** To maintain the total number of participants in the Learn & Serve program at 11,000 through 2013.
- Objective 3.** To increase the volunteer rate in Louisiana among its citizens to 25% by 2013.
- Objective 4.** To increase the annual number of volunteer hours in Louisiana to 80 million by 2013.

Objective 1. To increase the total number of people served by the AmeriCorps programs to 90,000 by 2013.

Strategies

1.1 To, at a minimum, sustain current funding levels distributed to programs by working closely with and meeting the requirements of the Corporation for National and Community Service.

1.2 Maintain a regional structure that allows for more effective communication and outreach to the entire state.

1.3 Further enhance PR strategy to increase awareness and promote AmeriCorps and National Service.

Indicators

Output	Number of AmeriCorps applications received annually
	Number of AmeriCorps grants awarded annually
	Number of AmeriCorps members
	Amount of AmeriCorps funding awarded and received from CNCS
	Number of parishes served by AmeriCorps programs
Outcome	Increase in the total number of people served by AmeriCorps program.

Objective 2. To maintain the total number of participants in the Learn & Serve program at 11,000 through 2013.

Strategies

2.1 At a minimum, sustain current funding levels distributed to programs by working closely with and meeting the requirements of the Corporation for National and Community Service.

2.2 Maintain a regional structure that allows for more effective communication and outreach to the entire state.

2.3 Further enhance PR strategy to increase awareness and promote Learn and Serve and Service Learning.

Indicators

Output	Number of Learn and Serve applications received annually
	Number of Learn and Serve grants awarded annually
	Amount of Learn and Serve funding awarded and received from CNCS
	Total number of Learn and Serve participants annually

Objective 3. To increase the volunteer rate in Louisiana among its citizens to 25% by 2013.

Strategies

3.1 To, at a minimum, sustain current funding levels, which support volunteer infrastructure, such as volunteer centers and the online statewide volunteer network, by working closely with and meeting the requirements of funding partners.

3.2 Create and maintain statewide infrastructure that allows for more effective communication, outreach, and participation by all populations throughout the entire state – retirement communities, disability community, rural communities, etc.

3.3 Create a PR strategy to promote citizen service throughout the state.

Indicators

Output	Number of registered volunteers annually.
	Number of registered volunteer organizations annually.
	Number of registered volunteer opportunities annually.
Outcome	Percentage of Louisiana's citizens who volunteer.

Objective 4. To increase the annual number of volunteer service hours in Louisiana to 80 million by 2013.

Strategies

4.1 Launch a volunteer recognition program that awards individuals and organizations for their service to communities.

4.2 Create and maintain a system that allows for more effective measurement of volunteer hours being served throughout the entire state.

4.3 Create a PR strategy to promote volunteer opportunities to Louisiana's citizens and Louisiana's visitors.

Indicators

Output	Number of out-of-state volunteers (voluntourists) annually. Number of in-state spontaneous volunteers annually.
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Outcome	Total number of volunteer hours served in Louisiana annually.
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PROGRAM SUPPORTING DOCUMENTATION

A. Description of how the strategic planning process was implemented

Strategic planning is implemented by adhering to the federal requirements mandated by the federal agency that funds the Louisiana Serve Commission, The Corporation for National and Community Service. The Louisiana Serve Commission is mandated to fund programs that serve communities in the state that have identified a need; to promote service learning in the public school system throughout Louisiana; and to encourage citizen service as a means of community and state problem solving.

B. Statement identifying the principal clients and users of each program and the specific service or benefit derived by such persons

The Corporation for National Service a federal entity, provides funding to each state to administer two types of grants program: **AmeriCorps** and **Learn and Serve**. These grants are administered through the Louisiana Serve Commission in the Office of the Lieutenant Governor.

The **AmeriCorps** program is designed to empower communities to address critical needs in a number of specific focus areas: education, environment, public safety and human needs. The primary beneficiaries are the citizens in the communities that are impacted by the projects made possible through the grants programs in the specified focus areas and the individual members engaged to perform citizen service.

The measure of success of the AmeriCorps program is tied to the outcome of the work performed under the grants. Therefore, the indicators under Goal I and Objective 1 are tied to the number of people served by the work performed by AmeriCorps members, supported by the grants. The objective, a 10% increase in number of people served, is impacted by the appropriation received from the Corporation for National Service and the number of grants awarded. These, hence, are the input indicators.

The **Learn and Serve** program is designed to engage K-12 students in community service learning to cultivate a sense of civic responsibility and enhance the school curriculum. The primary beneficiaries are the student participants who develop an appreciation for community service and who earn money for college in the process. The secondary, short-term beneficiaries are the communities in which the students are performing their service. The secondary long-term beneficiaries are all Louisiana citizens, agencies and entities who reap the benefits of having a service-oriented, community-minded citizenry.

The measure of success of the Learn and Serve program is the level of participation in the program. Therefore, maintained participation is the objective of the program, and is measured as an output indicator. Attrition will be tracked, as indicated in Strategy 1.

In addition to the federal funding, the Louisiana Serve Commission receives state general funds to implement two volunteer programs: the **Online Statewide Volunteer Network - www.volunteerlouisiana.gov** - and the **Louisiana Voluntourism Campaign**.

The **Online Statewide Volunteer Network (www.volunteerlouisiana.gov)** is designed to engage Louisiana's citizens in meaningful volunteer service by providing a comprehensive and searchable database of local volunteer opportunities in one centralized location on the Internet. It is also designed to increase the capacity of nonprofit organizations to recruit volunteers with the appropriate skills and availability to serve the needs in the community.

The measure of success of the Online Statewide Volunteer Network is the percentage of Louisiana citizens who participate in volunteer service. Therefore, an increase in the volunteer rate among Louisiana's citizens is the objective of the program, and the percentage of citizens who volunteer is tracked as an output indicator.

The **Louisiana Voluntourism Campaign** is designed to attract visitors (voluntourists) to Louisiana by providing meaningful volunteer opportunities to leisure and business travelers interested in Louisiana's disaster recovery. It is also designed to increase the capacity of nonprofit organizations to mobilize volunteers to serve the needs in the community.

The measure of success of the Louisiana Voluntourism Campaign is the increase in the number of volunteers hours served in Louisiana. Whereas, the volunteer rate is calculated among Louisiana's citizens only, the calculation of volunteer hours served is based on in-state and out-of-state volunteers. Therefore, an increase in the annual number of volunteer hours served in Louisiana is the objective of the program, and the total number of volunteer hours per year is tracked as an output indicator.

C. Identification of the primary persons who will benefit from or be significantly affected by each objective within the plan

AmeriCorps members benefit from participation in an AmeriCorps program through the leadership development training provided by programs and the experience of civic engagement within the communities they serve - rural and inner city communities, children, adults and the elderly from low socio-economic background, children performing well below grade level expectations. AmeriCorps members also receive a federal education award upon completion of their term of service.

Learn & Serve participants from K-12 benefit from participation in a service-learning program through the application of academic skills to solving real-world problems. Service-learning promotes student service, strengthens academic learning, and creates opportunities for young people to learn new skills, to think critically, and to test new roles in an environment that encourages constructive risk-taking and that rewards competence.

The non-profit, voluntary organizations benefit from the increased volunteer manpower through the recruitment of AmeriCorps members, in-state volunteers, and out-of-state volunteers, representing a measurable return to the state of \$18.77 per volunteer service hour (Source: Independent Sector). The citizens of Louisiana benefit from the volunteer service provided by AmeriCorps programs, Learn and Serve programs, and unaffiliated volunteer efforts in the areas of education, public safety, environment, and human needs.

D. Statutory requirement or authority for each goal

The funding for the grants program comes from the Corporation for National and Community Service, which was established under the national and Community Service Act of 1993 (42 U.S.C.A § 1250a et seq.) The Louisiana Serve Commission is established in the Office of the Lieutenant Governor and its purposes are outlined in R.S. 49:1112 et seq.

E. Potential external factors

Funding for both the AmeriCorps and Learn and Serve programs is made possible through the Corporation for National and Community Service. The funding is established annually and in accordance with standards determined at the national level. The funding potentially could be discontinued at any time. Other external variables affecting the performance of this program include the changing community needs and individual issues impacting the participants in the program.

The funding for the volunteer programs is supported by state general funds. The funding is established annually and in accordance with standards determined at the state level. The funding potentially could be discontinued at any time. Other external factors affecting the performance of these programs include the potential for another large-scale disaster in the state of Louisiana impacting the volunteer infrastructure.

F. Description of any program evaluations used to develop objectives and strategies

AmeriCorps and Learn and Serve programs are evaluated through data collection in web-based reporting systems. AmeriCorps reports are due and reviewed quarterly and Learn and Serve reports are due annually at which time they are reviewed. These reports are used to evaluate the effectiveness of the performance measures (objectives) that have been set by each program.

The volunteer programs are evaluated through data collection in the online statewide volunteer network to evaluate and monitor the number of registered volunteers, organizations and opportunities in real time. In addition, the Louisiana Serve Commission will conduct an external study to identify the volunteer rate in Louisiana as well as the number of volunteer hours served in Louisiana.

G. Explanation of how duplication will be avoided

The AmeriCorps and Learn and Serve programs are linked at the national level through the funding parents, the Corporation for National and Community Service. At the state level, there is connectivity as both programs are under the administration of the Office of the Lieutenant Governor. The goals of the programs are distinct, yet complementary. The program officers and administrative staff, who are familiar with both programs, will be in an ideal position to identify opportunities for each program to interface and/or assist the other as such occasions arise.

The volunteer programs target the spontaneous or episodic volunteer. These volunteers are separate and apart from the AmeriCorps and Learn & Serve participants. Where there is potential for collaboration between the AmeriCorps, Learn & Serve, and general volunteer efforts, Louisiana Serve Commission staff will be able to facilitate.